

TRADE
DEVELOPMENT
ALLIANCE
of
GREATER
SEATTLE

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Looking in a Mirror not a Window

*International Study Mission to Dublin
and Belfast*

A high technology economy in a landscape as green as the trees and fields. Challenges of traffic and housing. A new light rail line with more on the way. Efforts to plan strategically for the future. It all looked very familiar to delegates on the International Study Mission to Dublin and Belfast. No wonder one delegate said, "We're looking in a mirror not a window."

More than 70 Greater Seattle area delegates studied the remarkable success of the "Celtic Tiger" during the 12th International Study Mission organized by the Trade Alliance and Greater Seattle Chamber of Commerce.

They saw a country transformed. In the 1970s, the Emerald Isle was in desperate straits.



Delegates including (L-R) Pierce County Executive John Ladenburg, Boeing Vice President Bob Watt and Microsoft General Counsel (and Trade Alliance Chair) Nancy Anderson with Derry/Londonderry officials including Mayor.

Ploughing the Fields of Vietnam

*Prime Ministers Visit Here Product of
Greater Seattle - Vietnam Relationship*

Flying over the lush landscape of Vietnam as their plane prepared to land during the historic trade mission twelve years ago, delegates may have thought about the old Vietnam proverb which says, "You eat slowly, that is good for stomach; you plough deeply, that is good for fields." These delegates and others helped plough a relationship that led to the first ever Vietnamese head of state visit to the United States making its first stop in the Greater Seattle area. When

Vietnam's Prime Minister came to the region in June, many people may not have realized the visit was part of a long established relationship between the Puget Sound region dating back over

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Delegates heard the same story from speakers, be they from the Irish government, business or labor. Unemployment was as high as 18% in the Republic of Ireland. GDP per capita was but 69% of the European Union (EU) average. The economy was centered on older industries such as textiles, ship building and agriculture. As was often the case since the 1840s potato famine, the Irish people were leaving their land for, if not greener pastures, then more prosperous ones.

"The Troubles" raged in Northern Ireland as sectarian violence crumbled both the economy and morale. Ireland was considered the sick man of Europe.

These same speakers then told of the remarkable turnaround. Ireland, which in 1973, joined what would become the EU, started receiving infrastructure grants from the more developed parts of the union. The country's low 12.5% corporate tax rate began bearing fruit. The country's education system, which in 1969 began providing free second-level education, continued to produce a well-educated work force poised to take advantage of good times, but now in Ireland rather than abroad.

As the Republic of Ireland began climbing out of the economic hole, in the north, courageous and far-sighted leaders such as John Hume and David Trimble--guided by the large, friendly American arm of Bill Clinton--worked towards a cease fire and what would become the

Perhaps the most interesting lesson learned on the trip is that the leadership of the country is not satisfied with the last 15 years of accomplishment

Good Friday Agreement. The delegation's first meeting was with Hume who said, "Instead of arguing about our differences, we must work together on common goals."

With a tentative peace in the north, an economic plan, young demographics and a worldwide tech boom, the Republic of Ireland roared

as the Celtic Tiger.

Irish speakers to the delegation stressed one of the keys to the rise of the Celtic Tiger was the country had a strategy. The government, working with business, labor and educational institutions, forged a plan to build the Irish economy. Ireland and Dublin's leadership—including business, government and labor—developed a common



Bellevue City Councilmember John Chelminiak introduces Nobel Peace Prize Winner John Hume who told the delegation, "The essence of today's unity is respect for diversity."

vision, stuck with it and introduced policies to implement the vision.

The combination of European infrastructure funds, quality education, low taxes, aggressive foreign investment recruitment programs and a great quality of life moved Ireland to become the best performing economy in Europe.

Ireland became a stunning success. Perhaps the most interesting lesson learned on the trip is that the leadership of the country is not satisfied with the last 15 years of accomplishment. Looking around at a world that *NY Times* columnist Thomas Friedman describes as flat, the country knows it cannot rest on its laurels.

Eoin O'Driscoll, the chair of the economic development organization, FORFAS, talked to the delegation on our first day in Dublin in a presentation aptly titled "Ahead of the Curve." O'Driscoll told of how Ireland during the peak of the boom in the late 1990s examined whether

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they were on a curve that would keep arcing up or whether they were at an inflection point where the curve could go up or down. They decided it was best to assume the latter and work to make sure they were ahead of the curve.

O'Driscoll said they were worried the country could be like the soccer club (football, that is) which plays so well it is bumped up into the highest league. However, O'Driscoll informed the delegation, "80% of such clubs fall out of the league a year later." Ireland is working to make sure it stays major league with its economy.

FORFAS has devised and is implementing an economic strategy to build upon the last decade of success. FORFAS provides the economic strategy framework for the 4 million people of Ireland just as the Prosperity Partnership is working to do the same for the 3.5 million Puget Sounders.

Again, this is perhaps the most impressive aspect of FORFAS, Ireland and Dublin--in the midst of economic success, they actively plan for the next step. Just as the Study Missions benchmark the Greater Seattle region--from Tacoma through Seattle up to Everett--FORFAS benchmarks Ireland's performance against its competitors, whether it is comparing infrastructure, tax systems or education. "We want to see where we are weak against our competitors," FORFAS officials told the delegation. Competition, as Greater Seattle and economic regions around the world know only too well, is heating up.

After witnessing the issues on which Dublin and Belfast are working, and combining these with the issues other regions such as Barcelona and Munich grapple with, one can see that many regions are struggling with the same issues: commercializing technology, developing a growth-friendly tax climate, creating a place in which smart people want to live. "The Greater Seattle region will not differentiate itself on the issues we've identified for work," said one delegate about what Greater Seattle must do. "We must differentiate our region on results." The delegates returned from the trip ready to keep Greater Seattle "ahead of the curve" too.

Flying Sisters *Sister Cities Conference in Spokane*

When Spokane prepared to host the 2005 Sister Cities International meeting and the accompanying second Sino-U.S. Sister Cities Conference at the end of July it made sense. The Boeing Company would make a significant contribution to support the effort. After all, formal international community relationships and the people-to-people relations they create are both in the company's community and corporate interest.

International partnerships raise the understanding of Americans of world culture, geography and international customs. Active sister city relations spur international travel which in most cases requires travel by air and we know in Greater Seattle the most successful sister city exchanges take place when flying on Boeing planes. In fact, the new 787 will have such a congenial and friendly cabin that visiting delegations will arrive in their sister city energized and ready to develop relationships.

The sister city program evolved after World War II, when city, county and state governments developed relationships with counterparts around the world. President Dwight D. Eisenhower convened a White House Conference on citizen diplomacy in 1956. This conference led to the National League of Cities creating an internal organization to better coordinate the relationships. This was later spun off to create a separate organization, Sister Cities International (SCI). Today there are 2300 communities formally engaged in 130 countries. Many more relationships exist which have not been recorded with the organization.

Today, SCI is involved in a number of important initiatives including building better relations with the Moslem world. SCI includes a major youth component of the organization and offers a range of technical assistance for communities. The annual meeting, this year in Spokane, allows for the exchange of best practices amongst par-

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a decade.

In 1993, the first trade mission to Vietnam from the United States came from the Puget Sound region, organized by the Trade Alliance, followed by another trip in 1994. The 1993 trip



Then Chamber President George Duff is interviewed by Vietnam media during Trade Alliance's 1993 Trade Mission. Hiep Quach, now with Commerce Bank, looks on.

was a pioneering mission taken before the trade embargo had been lifted by the United States government. Both trips included executives of The Boeing Company. Of course, during the trip here in late June, Prime Minister Phan Van Khai announced Vietnam was buying four Boeing 787 Dreamliners. Prime Minister Khai also announced in Redmond after meeting with Bill Gates that his country and Microsoft signed a Memorandum of Understanding to offer computer training to more than 50,000 teachers in the country.

This follows on other agreements the Puget Sound region has signed with Vietnam over the years. The Trade Alliance signed a mutual understanding agreement in the mid-1990s fostering business exchanges between our region and Vietnam. Then Washington State Governor Mike Lowry signed a trade agreement during a business mission he led to Vietnam in 1995. Continuing our region's pioneering ways, Lowry was the first American governor to visit Hanoi.

In addition to Puget Sound area delegations traveling to Vietnam, a slew of Vietnamese del-

egations have traveled here over the years. The first Vietnamese delegation to visit the United States since the war was a fishing industry delegation that came to our region. After that, in one of the first high-level visits to the United States from Vietnam, Deputy Prime Minister Nguyen Than visited Seattle on his way to Washington D.C. in 1996. The Deputy Prime Minister announced at a dinner during his trip that he came to our region first because of the earlier ground-breaking visits to Vietnam.

Haiphong and Seattle became sister cities in 1996. In 1999, the World Bank asked the Puget Sound leadership to match up with a Vietnamese urban region in a pilot development project. The idea behind the initiative was that a developed urban region could work in partnership with a developing one to the benefit of both. Our region, through the World Bank, began working with Haiphong, a port city in Vietnam. A delegation traveled to Haiphong assisting the city with technology issues, urban development and tourism. A number of delegations traveled to our region as part of that project and a relationship with Haiphong continues to this day. All of these visits,



Trade Alliance President Bill Stafford signs agreement in 2000 on joint effort between Haiphong and Seattle area.

exchanges and agreements helped lead to June's head of state visit to the Greater Seattle region where the Prime Minister met with Boeing and Microsoft and addressed a crowd of business and

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community leaders from throughout the region.

Vietnam is a strategic place for the Puget Sound region to cultivate such a relationship. Vietnam often flies under the business radar in the United States but it is one of the largest countries in the world with 81 million people. In addition, its demographics skew young. Last year, Vietnam had one of the fastest growing economies in Asia. Washington State exports to Vietnam have increased more than 100 percent since the 1990s and when you include exports of



Former Seattle City Council Member Sue Donaldson and Port of Seattle Commissioner Paige Miller at reception with Vietnam Chamber.

airplanes the increase is even larger.

This shows the foresight of the organizers of the business missions in the early 1990s to visit a country which at that time was not a large market for our region. Relationships can take a long time to cultivate and the flowers sometimes do not bloom until years later. But as we know from the Vietnamese proverb, if you plough deeply, the fields will grow.

A Pearl of a Mission

Trade Alliance's Business Mission to China Taking Off

The Trade Alliance business mission to Hong Kong and China is already filling up. To reserve your spot or for more information on the mission, contact Lili Hein with the Trade Alliance at 206-389-7227 or lilih@seattlechamber.com. **Deadline to register is August 25!**

The mission will visit Hong Kong and China November 25 - December 7. The cities to be visited include:

Hong Kong **Guangdong Province**

Shenzhen
Guangzhou
Zhaoqing
Zhuhai

Fujian Province

Fuzhou

Hainan Province

Haikou

Trade Alliance Welcomes Donna Gary-Gogerty to Staff

The Trade Alliance is pleased to welcome Donna Terra Gary-Gogerty to the staff of the Trade Alliance. Donna works with staff on a variety of writing and research projects, including the soon to be published 2005 International Market Report. Donna lived in Germany for two years while teaching US Army dependents, before returning to Seattle and joining the staff of Mayor Wes Uhlman. Thereafter she worked in the public relations office of Providence Medical Center and was a founding partner of a public affairs consulting firm in Seattle, where major clients included The Boeing Company, Weyerhaeuser and AT&T.

New members of the Trade Alliance

ADTMC

ADTMC operates and manages Military Contracts Incubation and Consortium Centers (MCICC).

The Burlington Northern and Santa Fe Railway Company (BNSF Railway)

BNSF offers customized shipping and service solutions, fast and reliable service offerings, and a value-adding approach to transportation and logistics.

Cascade Bank

Cascade is a full service community bank offering a wide range of solutions in business, commercial and personal banking.

The Lock Group - Merrill Lynch

The Lock Group is a wealth management advisory practice with a focus on providing solutions from start up to exit.

Quinton Cardiology

Quinton Cardiology develops, manufactures, markets and services a family of diagnostic cardiology systems.

Robert Callard and Associates

Assists property & casualty insurance professionals with managing their multinational accounts, provides broker and underwriter training, assists property & casualty producers.

Roosevelt Hotel

The Roosevelt hotel located in downtown Seattle, Washington provides luxurious amenities at affordable rates.

Screamer

Screamer Hats makes fun, traditional and technical winter hats for adults and children.

For more information, or to establish your company's membership, contact Deric Gruen, (206) 389-7319, dericg@seattlechamber.com

MEMBER

The Trade Alliance welcomes companies to join our membership. Nearly 100 members. For an annual fee of \$1,000:

- * be included in our data bank according to your specific geographic and business interests.
- * be informed about international business visitors and opportunities to participate in out-bound trade missions to targeted international markets via our "matchmaker" program.
- * receive reduced rates for Trade Alliance programs and marketing materials.
- * be featured on the Seattle Business Directory and Business Trip Guide on the Trade Alliance's web site.

Welcome to our new members

ADTMC

Thank you to our current members

ADTMC

Attachmate Corporation

Benaroya Research Institute

at Virginia Mason

The Boeing Company

City University

The Commerce Bank

Davis Wright Tremaine L.L.P.

Denny Miller Associates

Fred Hutchinson Cancer Research Center

The Fairmont Olympic Hotel

Hidden Heritage of Fiji

Invest Northern Ireland (Invest NI)

Kobe Trade Information Office

Lane Powell Spears Lubersky LLP

Microsoft Corporation

MEMBERSHIP

Companies and organizations
by 200 firms are currently
\$150 your company will:

- * be asked to serve on ad hoc committees concerning Trade Alliance policy and planning;
- * receive our quarterly newsletter and other regular mailings.
- * receive free and automatic linkage from our Internet site to yours.

For more information, or to establish your company's membership, contact Deric Gruen, (206) 389-7319, dericg@seattlechamber.com

Best patron members!

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Current patron members!

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 Preston Gates & Ellis L.L.P.
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 Rowley Enterprises, Inc.
 Starbucks Coffee Company
 State of Washington Department of Community,
 Trade and Economic Development (CTED)
 Swedish Health Services
 US Bank
 Waggener Edstrom, Inc.
 Washington First International Bank
 Wells Fargo HSBC Trade Bank
 Westin Hotel

More new members

UBS

UBS is one of the world's leading financial firms and one of the world's leading wealth management businesses.

Wilson International Consulting

A referral-based strategic communications & executive coaching practice with extensive Fortune 500 and multicultural team experience.

The Trade Alliance thanks those renewing memberships since February

6+ Years with the Trade Alliance

Consulate General of Canada
 Bank of America
 Boeing Company
 HomeStreet Bank
 HSBC Bank USA, N.A.
 Lane Powell Attorneys & Counselors
 Pryde Corporation
 Sound International, Inc.
 Taipei Economic & Cultural Office
 Thompson Merchandising & Supply
 Totem Ocean Trailer Express, Inc.
 US Bank
 Washington State Convention & Trade Center

1 - 5 Years with the Trade Alliance

Center for International Career Development
 Comfort Suites Downtown Seattle
 Comprehensive Language Services, Inc.
 David D. Spencer Attorney at Law
 Davis Wright Tremaine L.L.P.
 Dorsey & Whitney L.L.P.
 Impak, Inc
 Pacific Northwest Advisors
 Regal Financial Bank
 SafeWorks, LLC
 CTED
 Trade New Zealand
 Washington State University, IMPACT Center
 Wells Fargo HSBC Trade Bank
 Westin Hotel, Starwood Hotels & Resorts
 Worldwide
 World Vision

Taking Your Business International

Trade Alliance Launches Online Export Resource Directory

The Trade Alliance launched a brand new section of our website this quarter, the Export Resource Directory. This online directory is your one-stop source to connect to the information and assistance you need to take your business international for the first time or grow your current exporting capabilities. The directory is organized by category and lists government and nonprofit trade advocates as well as for-profit services offered by private companies in the Trade Alliance membership. Linked through the "GO" button is everyone from the foreign consulates in the Puget Sound region to Federal Government agencies and links that provide information to Port Authorities that offer assistance. In the private

sector section you can quickly access translation services, freight forwarders, international trade consultants and more pulled from the Trade Alliance membership. Included in each listing is contact information, a brief description of the services offered and a link to the website of assisting organizations. We look forward to continuing to refine these listings with your assistance. In addition to the referral section, the directory points to an array of information on the seattletradealliance.com website, including a page with links to international newspapers from around the globe, a page with international business information

sorted by region, and a section for trade leads. To facilitate your search for assistance, the Export Resource Directory also directs users to the Trade Alliance's two most popular web destinations and search utilities: Tools of the Trade, a directory of international trade organizations in Washington state, and the Trade Alliance Business Directory, a list of member companies that you can browse alphabetically or by industry sector. The Export Directory allows businesses currently or considering exporting to access all the information seattletradealliance.com offers from one location. To get started, log on to our homepage today and follow the link to the Export Resource Directory or type in http://www.seattle.gov/tda/export_resources.htm. We hope that you will find the Directory a useful tool for your business or the businesses you serve. If you have any feedback, please contact the Trade Alliance at 206-389-7319 and let us know how we can make this web resource even more useful.



Export Resources	
U.S. Government Agencies: Local and DC Based Many of these agencies have a variety of web site sections, which are helpful to exporters. Some U.S. government departments maintain offices in the Puget Sound area. These offices help businesses with export market research and finding distributors as well as with details such as obtaining a passport.	Local and State Government Local Governments and Washington State Government provides assistance to companies wishing to export, including help finding information on financing and potential leads.
Consulates Consulates can help you obtain visas, provide information on their country and offer other assistance. Official Consulates provide more services and have more resources than honorary ones.	Port Authorities In addition to packing and shipping, port authorities provide information on exporting and importing.
International Trade and Policy Organizations These organizations hold seminars, produce informational materials and...	Country/Region Specific Organizations Puget Sound is home to numerous organizations specializing in specific international markets.

Resource Directory makes it easy to find the info and help you need.

Flying Sisters, continued from page 3

ticipating communities.

Washington State, as befits a state so tied to the international economy, has twenty-three cities with seventy-four sisters all over the world. The big players are Seattle with 21 and Tacoma with 10. But numerous towns large and small in Washington State bristle with active international sister relationships. University Place has a relationship with Karsiyaka, Turkey, Kirkland with Emmerich, Germany and Edmonds with Hekinan, Japan. County governments also have sister county relationships. King County, for example, has partnerships in both Korea and Taiwan. The Ports of Seattle and Tacoma have sister ports. Seattle has ties with a number of ports including those in Shanghai and Qingdao in China. Tacoma is tied with Kitakyushu in Japan. The State of Washington has relationships too; examples include provinces in China, Mexico and Japan. Hyogo Prefecture, the sister state relationship in Japan, has a cultural office in Seattle because of the relationship. Both Kobe, Japan and Chongqing, China also have offices in Seattle. Washington State also has a relationship with Chile under the Partnership of the Americas Program.



Seattle Councilmember Jean Godden at unveiling of a salmon stature in Gdynia, Poland, a gift of Seattle's Sister City Committee. Mayor of Gdynia is at left with interpreter in middle.

Next year is the 50th anniversary of SCI. President Eisenhower's granddaughter is involved with the organization and will be a leader of the celebration in Washington, DC.

Our region has seen a wide range of benefits from these relationships. It is a window to the world for thousands of citizens who participate on the sister city committees. In the Greater Seattle area these sister relationships have led to a Greater Seattle children's delegation visiting a city in China, Golden Monkeys hosted at the Woodland Park Zoo, a Chinese garden being built at South Seattle Community College, and numerous students studying in sister cities around the world. In the future, the Seattle Art Museum will host a major show from the Kobe Art Museum in 2007. The Burke Museum's most successful exhibit was a dinosaur exhibit brought from China. The Kent, Washington sister city relationship with Yangzhou, China led to a sale of Washington State wine to that city.

Sister Cities, because of the already established relationships, offer great opportunities for business delegation traveling to their home countries. This November, the Trade Alliance's business delegation to the Pan Pearl River Delta Region will visit Fuzhou, Tacoma's sister city. The city is in an important location across the Taiwan Straits. The Port of Seattle's relationship with Qingdao developed during a previous Trade Alliance business visit.

Canada and Mexico can be reached by road but for most of the Greater Seattle area sister cities, air travel is a necessity. The Spokane meeting and the 50th anniversary next year commemorate why President Eisenhower foresaw the need to broaden the American public's understanding of the world. It takes air travel to accomplish this goal. Thank you, Boeing.

Member Profile: City University

A Patron Member of the Trade Alliance

Founded in 1973, City University is an accredited, private, not-for-profit institution of higher learning headquartered in Bellevue, Washington. Recognized as one of the nation's pioneers in meeting the educational needs of adults and working professionals, the university has helped thousands of people in Washington and abroad earn their bachelor's, master's, or professional certification degrees without sacrificing their careers. City University students and alumni include teachers, counselors, business and technology professionals, heads of corporations, and leaders in government and education.

The university's mission, for more than three decades, has been to provide educational opportunities throughout the world primarily to segments of the population not being fully served. This mission is based on three philosophical principles: Education is a lifelong process and must

The university's mission, for more than three decades, has been to provide educational opportunities throughout the world primarily to segments of the population not being fully served

be relevant to the student's aspirations; education should be affordable and offered, as much as possible, at the student's convenience; and the opportunity to learn should be open to anyone with the desire to achieve.

City University's goal to make quality education attainable for everyone has been the catalyst behind the development of concepts like flexible scheduling and the implementation of online

learning. With City University, students can earn a degree onsite or online from the convenience of home or anywhere in the world.

To ensure students receive a practical education for the real world, City University offers over 50 areas of study and comprehensive courses taught by faculty who are experienced practitioners. Instructors work, lead, manage, and excel in the fields they teach. As a result, students receive more than a textbook education; they learn

first-hand knowledge and experience that can be applied in the workplace. City University's focus on delivering practical knowledge extends beyond teacher-student relationships. Since a large percentage of working professionals comprise

City University offers over 50 areas of study and comprehensive courses taught by faculty who are experienced practitioners

their student population, students also have the opportunity to share experiences and learn from one other.

City University graduates are respected and valued by employers worldwide. They have one of the highest job placement rates among private institutions for teachers in the state of Washington, and their Master of Arts in Counseling Psychology program is becoming one of the most prominent practitioner-based programs in Canada.

City University offers classes at locations throughout Washington, Hawaii, Canada, Mexico, Slovakia, Greece, Bulgaria, Romania, the Czech Republic, and China. The University's goal in international programs is to assist its partnering institutions in building capacity within their nations. *To learn more, visit www.cityu.edu.*



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Trade Alliance Member Recognition

Some companies have been members of the Trade Alliance for more than a decade. Check out these long-timer international traders.

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HSBC Bank USA, N.A. offers its 3 million customers access to global markets and services. The Bank provides a full range of commercial banking products and services to individuals,



The world's local bank

corporations, institutions and governments, through its personal financial services, private banking, commercial banking and corporate investment banking and markets segments. The Bank is also an international dealer in derivative instruments and has mortgage banking and brokerage operations.

Hillis Clark Martin & Peterson, P.S.

HCMP is a Seattle-based law firm representing international and national corporations, local and regional businesses, government entities, community organizations, and individuals. HCMP serves a variety of clients with emphasis on business law, international law, commercial transactions, finance, technology issues, tax, securities, employment law, real estate, land use and environment law. HCMP is the only Seattle law firm that is a member of Meritas, an affiliation of over 180 firms in major business centers in the United States and throughout the world. The Meritas connection enables HCMP to have a presence nationally and internationally in all the major business centers in the world.

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Renaissance Seattle Hotel

The delightful Renaissance Seattle Hotel is centered around a vibrant and eclectic city core, steps away from the new dramatic Seattle Public Library. The Madison Street location has excellent freeway access and walking-distance proximity to the Seattle stadiums, shopping, and sightseeing. You will enjoy the spacious, high-ceilinged lobby newly renovated with colorful furnishings and walls graced with paintings from a young local artist depicting colorful city scenes. Guests enjoy special amenities including coffee delivered to your guestroom daily, high-speed internet access, and a fitness center and pool. Sea-Tac International Airport is just 20 minutes away.



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Golden Bridge International

Golden Bridge International, Inc. (GBI, Inc.) has been in business of marketing and selling life science products since 1993. Their products include Neonatal screening, Cytokines, Cancer research, Hormones, Autoimmune Diseases, and Drugs of Abuse. They represent over 20 leading biotechnology manufacturers. These companies make many types of laboratory products including antibodies, antigens, biochemical reagents as well as related laboratory equipment. GBI has many advantages in the global marketplace including a highly competent sales and marketing force, and know-how on overcoming the many barriers to international business and the markets.





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The Trade Development Alliance of Greater Seattle is a partnership of the **City of Seattle, City of Everett, Port of Seattle, Port of Tacoma, Metropolitan King County Government, Snohomish County, Pierce County, organized labor** and the **Greater Seattle Chamber of Commerce**. The Trade Alliance is dedicated to promoting this region as one of North America's premier international gateways and commercial centers. Through cooperative efforts, this coalition of public and private-sector organizations will enlist its members' unique and diverse resources to accomplish this goal.

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